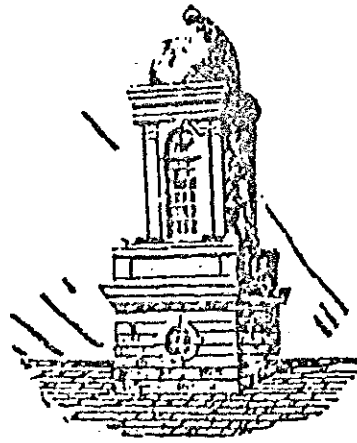


**WOODROW
WILSON
MIDDLE
SCHOOL**



REUSE PROGRAM



christopher m. carr associates
200 north main st. east longmeadow, ma. 01028



christopher m. carr associates

200 north main st., east longmeadow, ma 01028
telephone (413-525-4321)

January 22, 1985

Mr. Vincent J. Loffredo
Vacant Buildings Study Committee
c/o Municipal Development Office
Municipal Building
deKoven Drive, Room 206
Middletown, Connecticut 06457

Gentlemen:

Reference: Woodrow Wilson Middle School
Hunting Hill Avenue
Middletown, Connecticut 06457

Russell Riva, Jr. and Christopher M. Carr (hereinafter called the "Developers"), hereby submit this Letter of Intent in connection with their proposal to redevelop and reuse the above named property.

If selected by the City of Middletown as developer for this property, the Developers hereby agree to accomplish the following:

1. We agree to remodel/rehabilitate the property in accordance with the design proposal for said property prepared by Schadler and Dragat, PC, dated January 22, 1985, and attached here. We will utilize Schadler and Dragat, PC as our architect. All construction shall conform to all State and local laws, codes and ordinances.

2. We agree to pay a price of \$490,000 for the Woodrow Wilson Middle School property. Attached please find our good faith deposit of \$49,000, equal to 10% of the offered purchase price.

3. We agree, upon acceptance by the City of Middletown of this Letter of Intent, to submit to the City of Middletown within sixty (60) days, plans and outline specifications prepared by the architect and, in general conformance with this proposal, State and local laws, codes and ordinances and the previously approved design proposal. The City of Middletown will review and approve, or disapprove, such plans and specifications for such conformity, and shall promptly notify us of its approval, or disapproval, in writing, setting forth in detail, any grounds for disapproval.

In the event of a disapproval, we shall within thirty (30) days after receiving notice of such disapproval, resubmit these plans and outline specifications, altered to meet the grounds of disapproval. The resubmission shall be subject to the review and approval of the City of Middletown.

Page 2. Vincent J. Loffredo, Chairman
Vacant Buildings Study Committee
Re: Woodrow Wilson Middle School
January 22, 1985

4. We agree, upon acceptance of the submitted (or resubmitted) plans and outline procedures and upon execution of contract with the City of Middletown for formal designation as Developer of the former Woodrow Wilson Middle School, to begin construction within 180 days of contract execution.

5. We agree to cooperate with the City of Middletown in order that the reuse development may conform fully to the objectives of the City as set forth in the Developer's Kit.

If the foregoing meets with your approval, please indicate below and return an executed copy to us, whereupon this letter shall constitute our selection as Developer of the former Woodrow Wilson Middle School in accordance with the conditions set forth above.

Very truly yours,

Christopher M. Carr Associates, on behalf of
a to-be-formed Connecticut Limited Partnership
to be known as:

WOODROW WILSON REUSE ASSOCIATES

BY: 

Christopher M. Carr

Date: January 22, 1985

ACCEPTED:

City of Middletown

BY: 

Mayor

Date: April 9, 1985

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RESUMES: Russell Riva, Jr.
Christopher M. Carr
Christopher M. Carr Associates
North Canaan Builders, Inc.
Henry Schadler & Andrew Dragat Architects, PC
Southern New England Management Corporation

LETTERS OF RECOMMENDATION

ARCHITECTURAL DRAWINGS/DIAGRAMMATIC SKETCHES

SUMMARY

It is the intent of the Development Team to work closely with the Officials of the City of Middletown to achieve the best possible adaptive reuse of Woodrow Wilson Middle School. Woodrow Wilson Reuse Associates propose to purchase the school to be converted into efficiency, one and two bedroom luxury rental units. The residential complex would be heavily landscaped, buffering the ground level apartments and creating an atmosphere consistent with the surrounding neighborhood.

1. The Financial Strength of the Developer

Russell Riva, Jr. and Christopher M. Carr, as General Partners, have the adequate financial strengths to undertake this development.

2. The Financial Feasibility of the Proposed Project

The accompanying conservative financial proforma for development estimates that the Woodrow Wilson Reuse Associates' proposed reuse program is financially viable. These projections are based on previous construction experience and a brief analysis of the marketability of these units.

3. The Qualifications and Experience of the Development Team

The Development Team has worked successfully together on various ventures in the past. Mr. Russell Riva, Jr. and Mr. Christopher M. Carr have completed three developments of similar size and nature, most recently undertaking the conversion of three school buildings in Plainville, Connecticut.

North Canaan Builders, Inc., the general contracting firm of Mr. Riva, has established a firm reputation in building rehabilitation.

Schadler & Dragat, PC have successfully participated in the design of over 5,000 residential housing units. Their most recent experience has been in the adaptive reuse of schools in

West Hartford and Norwalk.

The Southern New England Management portfolio of over 1,130 residential units is largely concentrated in the Connecticut River Valley, thus assuring strong knowledge and experience in the local market.

4. The Economic Benefit to the City of Middletown

Woodrow Wilson Reuse Associates offer the following purchase price for the land and Woodrow Wilson Middle School thereon: \$490,000.

Our conversion of the Woodrow Wilson Middle School would result in annual tax revenues to the City of Middletown.

The sale of the Woodrow Wilson Middle School would eliminate further budget allocations for the maintenance and upkeep of the abandoned structure.

I. THE REDEVELOPMENT PROGRAM

A. DESIGN CONCEPT AND RENTAL FEES

Our initial reaction was one of concern for the character of the site and to determine its most compatible use. The basic design concept for the school building might even be described as a non-design concept; the achievement of successful reuse in a framework of minimal visual change and maximum sensitivity to the existing resource. Thus, our proposal is for the following market rate apartments:

5	efficiency units	\$400	per month
45	one bedroom units	\$500	per month
10	two bedroom units	\$600	per month

The provision of sixty rental units confirms the residential nature of the neighborhood. There is minimal encroachment on the adjacent recreation area so that full use would not be inhibited. Parking for residents will be contained to the rear with no changes in the front of the building.

B. PRELIMINARY CONSTRUCTION SCHEDULE

January 22, 1985	Proposal submitted to the City of Middletown
February 19, 1985	Presentation to the Vacant Buildings Study Committee
March 5, 1985	Designation Preferred Developer
March 19, 1985	Meeting with Vacant Buildings Study Committee and Building Department
April 12-May 2, 1985	Submission of Plans and Specifications Meetings with Committee and Building Department
June 4, 1985	Necessary Town Approvals completed
July 19, 1985	Necessary financing arrangement completed
August 1, 1985	Construction commences
October 15, 1985	Marketing commences
February 1, 1986	Initial Occupancy

C. SITE PLAN

The initial perception of the site attaches a great importance to its visual relationship to the abutters. For that reason, we wish to enhance the concept that the site is a suburban residential community. The areas outside are to be cleared of debris. The two one-story garages and the one-story addition connecting the Board of Education Administration Building to the school building are to be demolished.

The lawn area in front of the building will be cultivated, via a landscaping plan, as a picturesque front yard. This area is then to be outlined with bushes and deciduous trees to act as a buffer against vehicular traffic. To provide a privacy barrier and maximize the residential aspect, low bushes and perennials will be planted along the driveway, parking area and the borders.

D. INTERIOR SPACE UTILIZATION

Our development proposal offers several entranceways to the building. The main entry, and the one which we anticipate will be the most heavily used, will be to the rear of the building. One of the most impressive features of the building, both from the exterior and the interior, is the large, tri-partite windows. Our exposure of the window at the rear entrance brings elegance to what would be an otherwise ordinary foyer which leads to a new elevator and is accessible for all residents from the parking area. As secondary entrances, we will retain the existing front and side entryways.

The Development Team is satisfied that the building can be made to meet code requirements and units given sufficient sound and fire separation. The Developer will work with the Commission to insure that fire district codes are met. We propose heat pumps to provide both heat and air conditioning, possibly a General Electric or Carrier system. A thorough insulating and an energy efficient plan will be fundamental in the conversion process. The updating of the windows, wall insulating to an R20 rating and

ceiling insulation to an R40 rating will combine to produce energy efficient, up-to-date, modern units located in a charming old building unique to all others in Middletown.

Our interior space utilization for the school is quite distinctive and yields impressively large units. We propose innovative reuse of the existing building into sixty luxury rental units broken down as:

5	efficiencies
45	one bedroom
10	two bedroom

Each will offer a modern, fully equipped kitchen with quality counter tops and wooden cabinets, and one or one and a half baths. Extra large living rooms and dining areas are planned to take advantage of the large windows. The "bedroom suites" include oversized closets for practicality. Quality carpeting and vinyl flooring will provide the "finishing" touch. Laundromats are located on each level for convenience and easy living.

The layout of each unit emphasizes spaciousness. Our design plan calls for full benefit from the large windows, which often-time designate the partitioning, resulting in generously spaced units of:

525 - 600 square feet	efficiency
650 - 800 square feet	one bedroom
920 -1020 square feet	two bedroom

For proper management and upkeep, a rental office will be located in the building. Another added amenity is the community room to facilitate tenant activities and social functions.

E. HISTORICAL CONSIDERATIONS

Upon designation as Developer, this Team will work with the City of Middletown and seek historical designation. A written agreement shall be filed with the Commission stipulating that the exterior of the structure and site will be restored and maintained in accordance with the historic time period with which the structure is identified. The Developer will cooperate with the State Historic Preservation Officer in his review of the Woodrow Wilson Middle School. The architectural firm of Schadler and

Dragat, PC will be utilized as they are very experienced in the historic rehabilitation process.

Every effort will be made during the formulation of our design criteria to retain the appearance of this building as originally constructed in the 1930's. The Puritan brick and cast stone trim will be cleaned; the hip-style slate roof preserved; and the windows upgraded for energy efficiency (but not altered in appearance). Complimentary on the interior, the central entrance pavilion will be refurbished. The large tri-partite windows, located at the end of the central corridors and at the rear, will be retained exposing, as before, natural light to the corridors and entrance-ways. For the finishing touch, the oil-on-canvas murals will be relocated in the Community Room or, if so designated by the City, removed and returned for public appreciation elsewhere.

F. CONCLUSION

We have strived to make our redevelopment plan the most charming, functional, and compatible to the area's need. In particular, we note that it will meet all Municipal objectives contained in the RFP to the greatest extent physically possible:

1. Our Development Team is composed of professionals with established reputations who are ready, willing and able to work within the City's guidelines and deadlines.
2. No proposal could preserve more of the aesthetic quality of this building as our plan calls for minimal exterior change.
3. Our proposal should provide the City of Middletown with a more than reasonable economic return while the City continues the full utilization of the recreation area and adjacent Administration Building.
4. This adaptive reuse of the abandoned building would offer to the market area a moderately priced living alternative.
5. This Development Team, through personal supervision, will assure that the City receives the quality development that it is striving to obtain.

II. FINANCIAL CONSIDERATIONS

A. OFFER AND GOOD FAITH DEPOSIT

The Developer hereby offers a purchase price of \$490,000 for the 1.88 acres subject parcel and the Woodrow Wilson Middle School located thereon, subject to a final survey to be prepared by the City of Middletown. Included under separate cover is our good faith deposit of \$49,000. In addition, the conveyance of the property will be subject to a water, gas and electric easement in favor of the City of Middletown. The Developer hereby agrees to demolish the woodframe, single-story garages, and the auxiliary gymnasium located to the rear of the building, as well as the foyer to the north side of the building which connects the subject property to the Board of Education Administrative Office. The Developer recognizes that the eight inch sewer main is the responsibility of the City.

B. FUNDING

Our financing program offers two alternatives. The first option is that the Developer pursue financing through the Connecticut Housing Finance Authority. In recent years the Section 8 subsidy program has diminished to non-existence and, thus, the Authority has formed a new financing program for market rate rental housing in Connecticut. The Authority makes mortgage funds available through their sale of tax exempt bonds at a 10.5% interest rate. Several criteria need to be met for qualifying under this program. The first is the Developer's previous experience with the Authority and the second is the marketability of the units proposed. We are confident that both our Development Team (which has had previous experience with the Authority) and our Reuse Program will meet the threshold criteria of the Authority.

The second alternative financing mechanism is the sale of tax exempt bonds under the 103 B Program through the Department of Housing. The Development Team, through the financing agency, secures its own mortgage loan through the sale of tax exempt bonds.

Either alternative is financed through the sale of tax exempt bonds whether by the Department of Housing or the Connecticut Housing Finance Authority. As all Team members are experienced with either financing mechanism, it is felt that a firm mortgage commitment can be obtained in the shortest time possible.

C. COST ESTIMATES

The former Woodrow Wilson Middle School is to be developed as 60 units of market rate housing containing efficiency, one and two bedroom apartments. Marketing will be targeted to the elderly and young professionals. The whole program proposed is two phased: The first involvement being developmental - that is, acquirement of the building, securing mortgage financing, and undertaking substantial rehabilitation. The second involvement includes the permanent ownership and property management.

Outlining the development and operating cost estimates requires several assumptions. The first is assuming monthly rents as follows:

5	efficiency apartments	\$400
45	one bedroom apartments	\$500
10	two bedroom apartments	\$600

Some units will be ready for occupancy in six to ten months after the start of construction. After full rent-up a 5% vacancy factor has been used.

Portions of the rental revenues will be set aside for replacement reserves by mandate of the mortgagee. The other expense items are projected on experience of similar operations.

The mortgage is to be amortized over thirty years at 10.5%. The total replacement cost will be approximately \$2,824,640.

The price offered by the Developer for the Woodrow Wilson Middle School acquisition is \$490,000. This is to be an all cash transaction.

If terms as favorable as these are not available, debt service would escalate to a level which would make this project completely unfeasible.

The Development Team will create a Connecticut Limited Partnership to be known as Woodrow Wilson Reuse Associates to serve as the operating/management entity for the proposed redevelopment program and for future ownership. Mr. Riva will serve as the net worth managing general partner. He will be responsible for the fulfillment of this rehabilitation program and for its future sound operation.

Rent-up and day-to-day property management will be assigned to Southern New England Management Corporation whose President, Mr. Christopher M. Carr will serve as the other Managing General Partner of the ownership entity.

Attached please find preliminary estimates on which we are basing our projected costs.

WOODROW WILSON MIDDLE SCHOOL
REUSE PROGRAM
DEVELOPMENT COST ESTIMATE

DIRECT CONSTRUCTION

Construction Contract 60 residential units	\$ 1,804,900
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SOFT COSTS

Interest - 12 month construction and development	\$ 103,500	
Architecture	100,000	
Taxes	4,000	
Insurance	5,000	
Legal	25,000	
Accounting/Marketing	15,000	
Finance Fees	40,000	
Contingency Reserve	<u>25,000</u>	
TOTAL SOFT COSTS		\$ 317,500

DEVELOPER'S FEE - 10% (Not taken as cash)	\$ 212,240
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LAND ACQUISITION	\$ <u>490,000</u>
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TOTAL REPLACEMENT COST	\$ 2,824,640
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LESS: MORTGAGE	\$ <u>2,270,854</u>
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STATED EQUITY	\$ <u><u>553,786</u></u>
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WOODROW WILSON MIDDLE SCHOOL

REUSE PROGRAM

PRELIMINARY OPERATING

COST ESTIMATES

RENTAL REVENUE	YEAR ONE
Residential	\$ 366,000
Less: Vacancy Allowance 5%	<u>18,300</u>
TOTAL RENTAL REVENUE	\$ 347,700
OPERATING EXPENSE	
Operating Expenses	\$ 89,000
Real Estate Taxes	<u>24,000</u>
TOTAL OPERATING EXPENSES	\$ 113,000
AVAILABLE FOR DEBT SERVICE AND RETURN	\$ <u>234,700</u>

III. QUALIFICATIONS OF DEVELOPER AND DEVELOPMENT TEAM

At this preliminary stage of our program, we offer the following Development Team to service the needs of the City of Middletown:

Developer: Woodrow Wilson Reuse Associates
A To-Be-Formed Connecticut Limited Partnership
200 North Main Street
East Longmeadow, Massachusetts 01028
(413) 525-4321

General Partners: Russell Riva, Jr.
Christopher M. Carr

General Contractor: North Canaan Builders, Inc.

Architect: Henry Schadler - Andrew Dragat, Architects PC

Management: Southern New England Management Corporation

A detailed resume on each principal is provided in the Appendix.

A. DEVELOPER

Over the past five years the members of the Team of Russell Riva, Jr. and Christopher Carr have built or re-adapted from non-residential structures over 100 rental apartment units. As adaptive reuse first achieved greater acceptance in the 1970's, the Team converted the site of a former mill (a sash and frame factory) as part of a thirty-seven unit complex in Canaan, Connecticut. In the area of school conversions, the Team of Messrs. Riva and Carr rehabilitated the former Anne V. Torrant School, an abandoned three building school structure in the Town of Plainville, Connecticut, into 26 units of housing accompanied by 18 units of new construction. As developer of this school site for its own account, the Team worked closely with the Town paying attention to its historical significance and sentimental value. The Team's experience extends beyond bricks and mortar to performance to detailed specifications, to finance and, finally, to working with local communities and organizations in helping fulfill particular social and cultural needs.

Mr. Russell Riva, Jr. personally supervised his firm's recent conversion of a railroad station in Norfolk, Connecticut into the corporate headquarters of Optimum Resources, Inc. This mandated strict adherence to the reconstruction process to create an environment accommodating computer hardware. The finished product received a superior rating.

Currently, Messrs. Riva and Carr are working with the Town of Windsor for the adaptation of a former school building known as the John Fitch School. The Town has requested that this be used for moderately priced apartments for the elderly. Similar to Woodrow Wilson Middle School, the Town of Windsor also wishes to maintain access and full use of a recreation field immediately adjacent to that site. The Development Team has offered its full cooperation in that regard.

Thus, the Team of Russell Riva and Christopher M. Carr, beyond having the financial capacity and the construction experience to do the physical rehabilitation of the Woodrow Wilson Middle School, brings to the program the experience gained on its other developments in working with local communities.

B. GENERAL CONTRACTOR

Mr. Russell Riva, Jr., the Executive Corporate Officer of North Canaan Builders, Inc. founded the firm in 1979 to serve as the general contractor of the Team's development efforts. Providing day-to-day personal on-site supervision, Mr. Riva's active participation in the construction phase assures that the Team's goals are achieved, and achieved to the last detail.

This dual performance by Mr. Riva has worked exceptionally well in the past resulting in two separate conversions and reuse of existing structures into residential units. The initial effort was Station Place, the conversion of a mill, and the latter effort, the conversion of three school buildings into Torrant House, an elderly and family apartment complex.

Having established a reputation in this field, the firm was recently hired by Optimum Resources, Inc. for the conversion of a railroad station into office space for their corporate headquarters. Again, it was through Mr. Riva's direct participation that the resulting product complied with stringent specifications suitable for a highly technological environment. Along with the sensitivity required to convert this building so as not to disturb the exterior, the major gut rehabilitation of the interior required knowledgeable guidance to house a climate controlled environment suitable for computers.

C. ARCHITECT

The architectural firm of Henry Schadler - Andrew Dragat Architects, PC provides comprehensive services to private, institutional and governmental clients throughout the Northeast. They specialize in the restoration and the conservation of quality buildings providing services for rehabilitation or adaptive reuse without the loss of original building character.

In 1982, the firm coordinated the conversion of a former parish house in Middletown into 26 units of elderly housing, now known as the New St. Luke's. This building is depicted on the front of the firm's brochure, which is attached in the Appendix.

Further recognition to the firm has come through its appointment by the State of Connecticut to submit data for the Preservation and Rehabilitation of Historic Structures to be incorporated into the Building Code. Such expertise is invaluable to our reuse program and to assure that the building receives every consideration possible for historical designation.

D. MANAGEMENT

A firm specializing in multi-family housing, Southern New England Management Corporation currently manages 1,139 units in Western Massachusetts and Connecticut. The developments in the Southern New England portfolio include those built by and owned by the Russell Riva and Christopher Carr Team, as well as housing complexes owned by others.

The properties marketed and managed encompass wood frame, garden type, town house, and high-rise masonry in both urban and suburban settings.

As with the other members of the Team, as a firm policy, Southern New England Management Corporation maintains a close working relationship with community groups and neighborhood organizations offering community space, planning functions, and scheduling services. The comprehensive services offered by Southern New England Management will be instrumental in the coordination of tenants' usage of the public facilities adjacent to the building and located at the new high school.

A P P E N D I X

RUSSELL RIVA, JR.
Undermountain Road
Salisbury, Connecticut 06068
(203) 435-0115

EXPERIENCE

1953 - 1955	United States Army. Instructor of Bridge Engineering and Survey.
1955 - Present	Officer of C. A. Lindell & Son
1979 - Present	President, North Canaan Builders, Inc.

BRIEF SUMMARY OF WORK EXPERIENCE

C. A. Lindell & Son was purchased by Russell Riva, Sr. in 1939, at which time it was a manufacturer of doors, sash and trim. In 1949, farm machinery and fuel oil lines were added. In 1950 we moved to our present location where we now sell a full line of building materials and hardware.

After military service, I returned home to North Canaan where I took over the family lumber and hardware business above mentioned.

In 1979 I became involved in the development and construction of a 37-unit family subsidized complex known as Station Place, located in North Canaan, Connecticut. In November, 1979 I started North Canaan Builders, Inc., and served as General Contractor for this development. The structure was completed ahead of schedule and with no cost overruns. Since that time my firm has participated in two additional housing developments for my own account, both new construction and rehabilitation. In addition, we completed the recent conversion of a railroad station in Norfolk, Connecticut into the corporate headquarters for Optimum Resources, Inc.

Other business interests are Riva Realty and Riva Associates which include two pieces of commercial property in the center of town, plus a factory and warehouse now being rented to Becton Dickinson and Company.

EDUCATION

1944 - 1949	Housatonic Valley Regional High School
1949 - 1953	Chicago Technical College - Architectural Degree

PERSONAL

Married; Two children



christopher m. carr

200 north main st., east longmeadow, ma 01028
telephone 413-525-4321

EXPERIENCE

1978 to President
Present CHRISTOPHER M. CARR ASSOCIATES
 200 North Main Street
 East Longmeadow, Massachusetts 01028

Serving as Principal in a Development and Housing Consulting firm for both non-profit and limited dividend mortgagors, I have participated in a consulting or development capacity in the establishment of over 900 units in the Greater New England region since 1978. Included in my range of contacts is the Department of Housing and Urban Development, Connecticut Housing Finance Authority, Executive Office of Communities and Development and the Farmers Home Administration. A familiarity with such programs as rent subsidy under Section 8, mortgage fund availability under Section 202, as well as mortgage insurance under the Section 221(d)(4), is required.

1975 to President
Present SOUTHERN NEW ENGLAND MANAGEMENT CORPORATION
 200 North Main Street
 East Longmeadow, Massachusetts 01028

Responsible for operating the corporate structure of a management company of which I maintain 75 percent of the ownership. As the firm's chief executive officer, I am responsible for all marketing, management and administration of selected housing developments, including subsidized housing and housing for the elderly.

Included in Southern New England's portfolio is a variety of subsidized programs and unit types as administered under the Connecticut Housing Finance Authority, Department of Housing and Urban Development, the Executive Office of Communities and Development, the Farmers Home Administration and the Massachusetts Housing Finance Agency. Rent subsidy and mortgage funds for over eleven hundred apartments are channeled through such programs as Section 8, Section 202, MHFA Section 13 A/707, EOCD Chapter 667, FmHA 515, and mortgage loan insurance as available under Section 221(d)(4).

Southern New England Management Corporation's list of clients includes non-profit, limited dividend and housing authority mortgagors. With an overall 99.9 percent occupancy rate the developments enjoy a strong cash flow with buildings and grounds maintained in excellent physical condition. Through extensive and imaginative efforts high tenant satisfaction prevails at all complexes.

1978 to Vice President
Present BEACON MANAGEMENT CORPORATION
 2611 Merritt Drive
 Greensboro, North Carolina 27407

Responsible to the President in the operation of a family owned management company established for the purpose of managing subsidized units in the greater North Carolina region.

1974 to Vice President
1975 RELATED MANAGEMENT CORPORATION
 405 Park Avenue
 New York, New York 10022

Responsible to the President for all work involved in the marketing, management, and maintenance stages of rental housing units for the employer's own account. Also responsible for the quarterly review of approximately one thousand units that had been syndicated by Related Housing Companies. This included site inspections and review of financial statements.

1972 to Assistant Executive Director (8/73 to 8/74)
1974 Assistant to Executive Director (2/73 to 8/73)
 Trainee (6/72 to 2/73)
 BETTER HOMES FOR SPRINGFIELD
 22 Hancock Street
 Springfield, Massachusetts 01109

Responsible to the Executive Director for all work involved in the development, processing, construction, marketing and management stages of approximately two thousand rental housing units. This included everything from providing "seed money" and technical assistance to non-profit sponsors to the actual development and operation of rental housing projects for the employer's own account. My specific duties included the management and marketing of all units owned by the employer. The accounting, supervision and contracting for all maintenance and repair work for these units was completed under my direct supervision. My scope of responsibility included maintaining a working relationship with minority groups, contractors, architects, lawyers, financial institutions, and governmental agencies, including the United States Department of Housing and Urban Development, the Massachusetts Housing Finance Agency and the Department of Community Affairs.

1971 Mortgage Underwriter and Interviewer
 SOCIETY FOR SAVINGS
 31 Pratt Street
 Hartford, Connecticut

Responsible to mortgage officers for the interviewing and underwriting of residential mortgage applications. This included conventional mortgages as well as FHA, VA, FHA 235 applications and "Housing NOW" applications. I have experience in tract inspections, construction inspections and some residential appraising.

PROFESSIONAL AFFILIATIONS

Real Estate Broker, Massachusetts
Real Estate Broker, Connecticut
Real Estate Broker, Rhode Island
Public Housing Manager - NAHRO Certification
Accredited Resident Manager - IREM Certification
Member of the Citizens Housing and Planning Association
Member of the New England Elderly Housing Association
Member of the National Association of Housing and Redevelopment Officials
Member of the Section 8 Administrators Association
Member of the Leased Housing Association
Member of the Massachusetts Homebuilders Association
Member of the Public Housing Authorities Directors Association

EDUCATION

1972	St. Bonaventure University College of Business Administration St. Bonaventure, New York 14778	Bachelor of Business Administration Degree
1968	Canterbury School New Milford, Connecticut	

REFERENCES

Eleanor Cress	President Interfaith Homes of Longmeadow, Inc.
Elizabeth Close	Senior Mortgage Officer Connecticut Housing Finance Authority
Stephen Shatz	Attorney at Law

PERSONAL

Date of Birth:	April 23, 1949
Marital Status:	Married/ 1 Dependent



christopher m. carr associates

200 north main st., east longmeadow, ma 01028

telephone 413-525-4321

C O M P A N Y B A C K G R O U N D

The firm was formed in 1978 to provide consultant services to developers of conventional and subsidized housing. Among its earliest assignments was the subsidy and finance program for the conversion of a mill building, for Russell Riva, Jr., into thirty-seven elderly and family apartments known as Station Place in Canaan, Connecticut.

For the joint venture of local churches and synagogues, Christopher M. Carr Associates provided the overall development and consultant services for the elderly units known as Emerson Manor in Longmeadow, Massachusetts.

Since inception, serving as a Housing Consultant for both non-profit and limited dividend mortgagors, Christopher M. Carr has participated in a consulting capacity in the establishment of over five hundred units in the greater New England region. Included in the firm's range of contacts is the Department of Housing and Urban Development, Connecticut Housing Finance Authority, Massachusetts Housing Finance Agency and the Farmers Home Administration. The firm has participated in the development of projects utilizing such programs as rental subsidy under Section 8, mortgage funding for non-profit sponsors under the Section 202 program, as well as mortgage insurance under Section 221 (d) (4) of the National Housing Act, as required.

As with other developments, the firm's principal, Christopher M. Carr, serves as general partner in certain development proposals.

North Canaan Builders, Inc.

RUSSELL RIVA, JR.
President

P. O. Box 658
CANAAAN, CT. 06018

COMPANY BACKGROUND

In 1979 Russell Riva founded the building company known as North Canaan Builders, Inc. The new company was founded to act as General Contractor on a 37-unit residential apartment complex known as Station Place located in North Canaan, Connecticut. The complex included the conversion of a building, formerly used for milling lumber, into apartments plus 32 units of new construction. The development was completed ahead of schedule and under budget. Thus, the new company quickly established a reputation for quality work, on time completion and reasonable cost. Encouraged by this performance, the Connecticut Housing Finance Authority granted the funding necessary for the company's next construction job, a 22-unit development located in South Meriden, Connecticut. This development, known as Village Apartments, was a HUD-FHA insured development which the company also delivered on time and within budget.

In 1982 the company started its third major residential construction development known as Torrant House. It involved the rehabilitation and conversion of an 1874 school. The former school now contains 26 units with an additional 18 units of new construction built on the same site. The most recent venture of the firm included the rehabilitation of a former railroad station in Norfolk, Connecticut into office suites for the corporate headquarters of Optimum Resources, Inc. This firm specializes in design of computer software. The conversion process mandated the General Contractor's particular attention to the technological aspects for the provision of a stable environment to mandate proper temperature and humidity controls to house the computer hardware. This construction process was supervised by Mr. Riva personally and was completed six months early and under budget.

The excellent achievements of this new company in a business where many well established firms have had trouble in recent years is due exclusively to its President's, Mr. Russell Riva, personal involvement in the business.

Mr. Riva graduated from Chicago Technical College in 1949 with a degree in Architecture. After military service he returned home to North Canaan where he took over the family lumber and hardware business. Under his guidance this small business prospered and grew. It is now well established and less demanding of Mr. Riva's time. North Canaan Builders, Inc. has received this personal guidance and has likewise flourished.

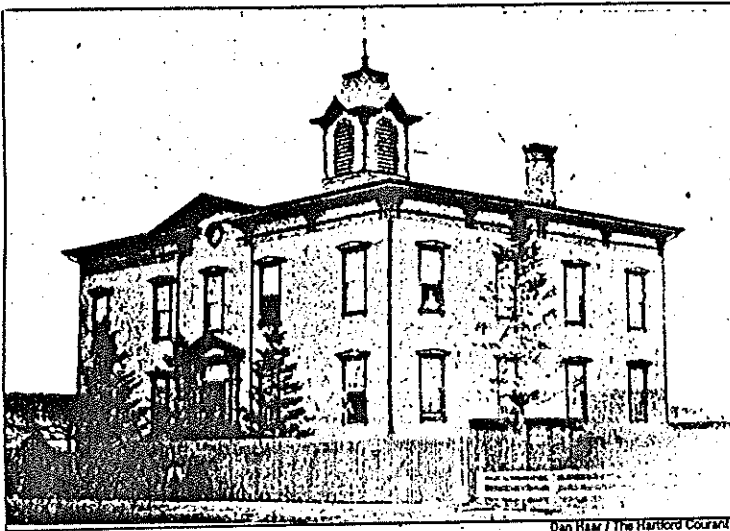
North Canaan Builders, Inc.

RUSSELL RIVA, JR.
President

P. O. Box 658
CANAAH, CT. 06018

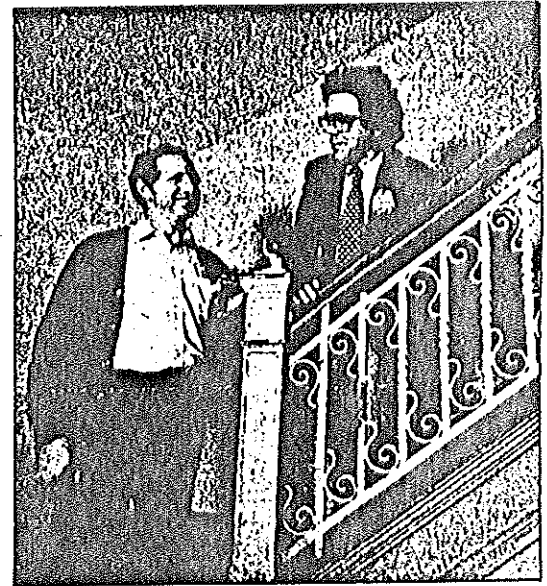
LIST OF DEVELOPMENTS COMPLETED

<u>OWNER</u>	<u>COMPLEX</u>	<u>SIZE</u>
Tarrant House Associates	Tarrant House	44 Units
North Canaan Apartments Associates	Station Place	37 Units
Village Apartments Associates	Village Apartments	22 Units
Optimum Resources, Inc.	Corporate Headquarters	Offices



Dan Riva / The Hartford Courant

Above is the Torrington School as it looked in 1874 when it opened as the Broad Street School. At right are the developers for the Torrington House, Russell Riva, left, and Christopher Carr.



Old School Is Now New Apartments

By MARYELLEN WAZORKO
Courant Correspondent

PLAINVILLE — The hallways once echoed with the sounds of children scurrying from classroom to classroom. Over the years, the walls displayed the work of thousands of pupils.

When it first opened, the Broad Street School — which later became the Torrington School — was considered "essential to the continuance and prosperity" of the town.

Although it was closed in 1979 because of declining enrollments, the 110-year-old school building soon will fill another critical need for the community — affordable housing.

The finishing touches are being put on a \$2.2 million facelift that has turned the former school into the stately Torrington House, a 44-unit development that will provide subsidized housing for low- and moderate-income families, the elderly and the handicapped.

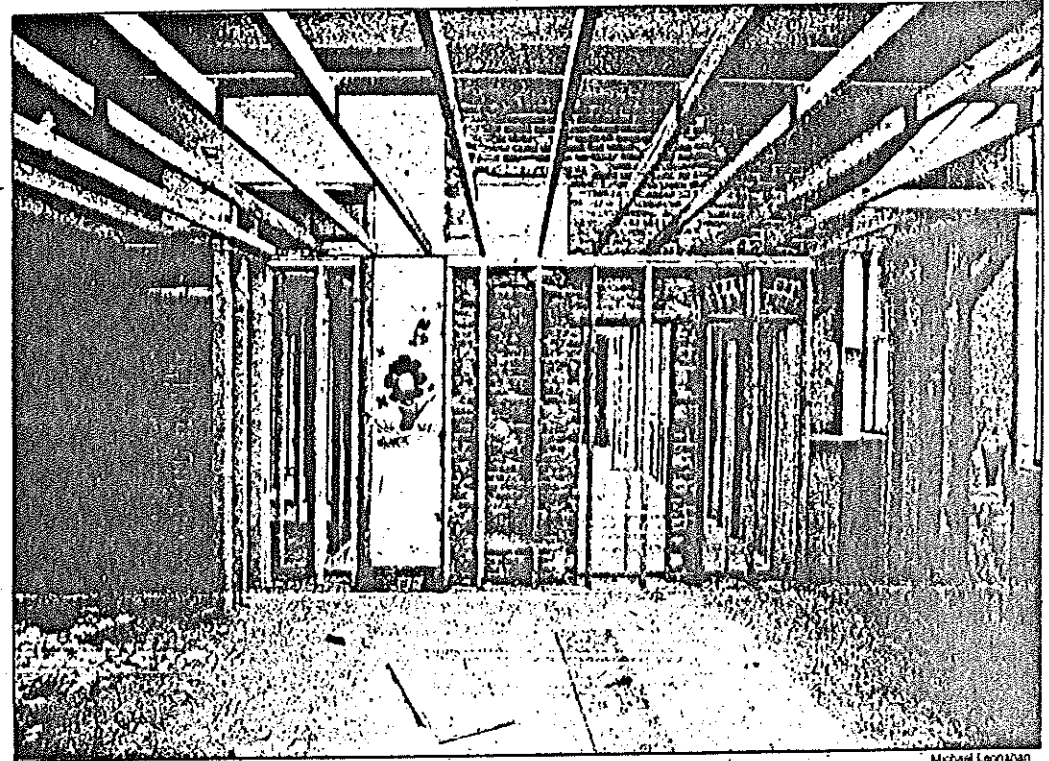
The building's renaissance is the work of Christopher Carr and Russell Riva of Massachusetts, who, as Torrington House Associates, bought the empty school and 3.5 acres for \$100,000 nine months ago.

The developers came to Plainville only after a similar 44-unit rehabilitation proposal in the Bantam section of Litchfield was rejected in light of residents' strong opposition.

Litigation failed to resolve the issue, so Carr and Riva, who already had a funding commitment from the Connecticut Housing Finance Authority, came to Plainville.

"We told the town we had a good plan and we believed we could deliver within a year if we had cooperation," Carr told about 300 people who attended private dedication ceremonies at the former school Saturday night.

"The town had some require-



Michael Lennihan

A mural of a flower, one of the last remnants of the Torrington School, is isolated among the renovations for the new apartments.

ments, too, and we jumped in and said we could do it," said Carr, a 33-year-old Norfolk native. "I can't tell you how great it is to be here now," he laughed, relieved that a project many thought could not be completed so quickly is nearly done, several months ahead of schedule.

Carr, who has developed two other housing complexes in South Meriden and Canaan, owns the Southern New England Management Corp. in East Longmeadow, Mass., and is the son of George Carr, who headed the Connecticut Housing Finance Authority in the 1960s. "I probably did get quicker responses sometimes because people knew my father," Carr admitted.

The Torrington House development includes the original wooden portion of Broad Street School, which opened in 1874

and was the town's first school. The building has been nominated for the National Register of Historic Places.

A second addition was added in 1910 and a third in 1955. The development also includes a newly constructed fourth building.

The school was renamed Torrington School in the mid-1970s in honor Anne V. Torrington, a longtime teacher and principal. Carr, a personal friend of the Carr family, attended last weekend's dedication ceremonies. The complex will continue to bear her name.

Income limits for the efficiency, one-, two- and three-bedroom units range from \$10,050 for one person, to \$24,450 for a family of six.

Monthly rentals will range from \$500 to \$600, excluding electricity and telephone, and

will be subsidized by federal Section 8 rent subsidies, Carr said. As a result, tenants will pay about 30 percent of their annual income for rent.

The complex also includes an on-site management office, laundry facilities, a community room and a playground. Carr's firm, Southern New England Management, will oversee the complex.

The 26 units situated in the original school building combine the old and the new. Modern kitchens, fiberglass bathrooms, wall-to-wall carpeting and fire alarms, reflect the 1980s. But the contemporary look is balanced by the original over-sized windows and wrought iron railings along the stairwells. Aluminum siding that covered the building in recent years has been removed and the original clapboards restored.

The exterior of the 110-year-old building is a carbon copy of the one townspeople proudly built more than a century ago. Carr said the state housing finance authority bent some rules regarding the size of the apartments in that building, allowing larger units to accommodate the building's original layout.

For the town, the complex not only will help fill the need for affordable housing, but also add an estimated \$40,000 a year to the tax coffers.

More than 1,500 people attended an open house at the complex Sunday, with about 500 completing rental applications. Finishing work to the interior and final landscaping is all that remains to be done before tenants will be allowed to move in about May 1, Carr said.

Applicants will be screened next month, he said.

TORRANT HOUSE

Construction (rehabilitation and new) was completed in 5 months. Completion to detail included the reproduction of the cupola which was raised to sit on top of the 1874 structure.



The conversion process also included a gymnasium built in 1955 and an addition built in 1910; the completed version shown here.





ARCHITECTS RESUME

Our firm, Henry Schadler, Andrew Dragat, Architects, P. C., has had an architectural and planning practice in West Hartford since 1969. During this period we have designed over 5000 residential units (new construction & rehabilitation projects) including condominiums, multi-family apartments, and elderly housing facilities.

Renovation designs include the rehabilitation and conversion of factories in Wallingford, Connecticut to elderly living units, the rehabilitation of over 450 apartments in Springfield, Massachusetts, and the renovation and conversion of numerous buildings to other uses.

Preservation/rehabilitation projects have been complimented with our appointment by the State Of Connecticut to write a section for the Preservation & Rehabilitation of Historic Structures (which has become a part of the State Building Code).

The following lists some selected rehabilitation projects:

BROAD RIVER SCHOOL Norwalk, CT	Converted To 50 Units Housing (1984)
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TALCOTT JR. HIGH SCHOOL West Hartford, CT	Converted To Corporate Offices For Coleco Industries (1983)
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TRINITY PARISH HOUSE Middletown, CT	Converted To 26 Units Housing (1982)
--	--------------------------------------

GREATER HARTFORD COMMUNITY COLLEGE - Hartford, CT	Renovation & Rehabilitation (1980)
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INTERNATIONAL SILVER CO. FACTORIES - Wallingford, CT	Converted To 160 Units Housing (1979)
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(IN PROGRESS)

GRASSMERE SCHOOL Fairfield, CT	Conversion To 42 Units Housing
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SAXE JR. HIGH SCHOOL New Canaan, CT	Conversion To 36 Units Housing
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STANLEY SCHOOL/C.C.S.U. New Britain, CT	Conversion To Fine Arts Center
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SELECTED HOUSING PROJECTS

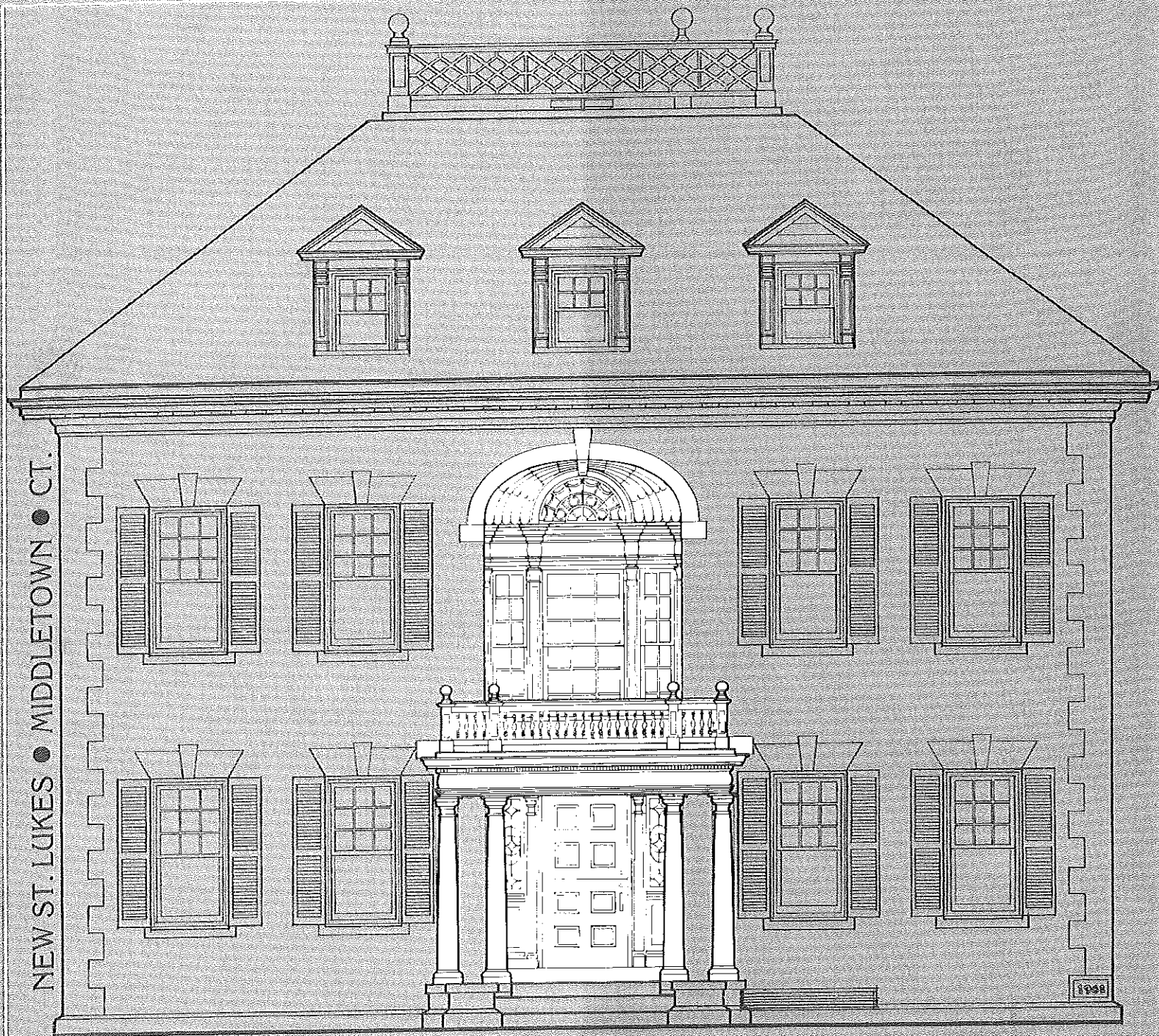
<u>Project</u>	<u>Units</u>
Farmington Woods Condominiums: Section Eleven Avon, CT	54
Hunters Run: Plans & Designs For Initial Zoning Approvals Avon, CT	340
Mansfield Cooperative, Inc. Mansfield, CT	60
Shore Woods Naples, FL	64
Noroton Village Houses Darien, CT	37
The Meadows Enfield, CT	88
Allyn Townhouse Hartford, CT	42
Pheasant Hill Village Agawam, MA	200
Grace Meadows Southbury, CT	24
Rhinebeck Manor Rhinebeck, NY	77
Stevens Woods North Haven, CT	60
Welles Village Talcottville, CT	100
New St. Lukes Middletown, CT	26
The Pines Worthington, MA	12
Broad River Homes Norwalk, CT	49
Farmington Ecumenical Farmington, CT	40



SELECTED HOUSING PROJECTS

<u>Project</u>	<u>Units</u>
St. Christopher Hartford, CT	100
Saye-Brook Housing Old Saybrook, CT	36
Ocean View Condominiums West Haven, CT	62
Old Mill Lane Town Houses Simsbury, CT	36
Crown Village Meriden, CT	120
Bella Vista - Elderly New Haven, CT	1280
Harbor Brook Meriden, CT	258
Lincoln Village Worcester, MA	1150
Coes Pond Worcester, MA	550
Concord Apartments Springfield, MA	110
Hop River Housing Andover, CT	24
The Pines Worthington, MA	12
Silver Pond Wallingford, CT	60
Country Village Homes Talcottville, CT	30

NEW ST. LUKES • MIDDLETOWN • CT.



1958

NEW LIFE FOR OLD BUILDINGS



southern new england
management corporation
200 north main st. east longmeadow, ma. 01028 413-525-4321

C O M P A N Y B A C K G R O U N D

Southern New England Management Corporation currently manages 1,139 units in various developments throughout Massachusetts and Connecticut. Southern New England Management Corporation's portfolio encompasses the full range of conventional and federal/state subsidy and financing programs. With an overall 99.9 percent occupancy rate the Southern New England developments enjoy a strong cash flow with properties maintained in excellent physical condition. Through extensive and imaginative efforts, high tenant satisfaction prevails at all Southern New England's complexes.

The firm provides the full spectrum of residential management services including market analysis, initial planning and processing through development stage, rent-up, on-site management, financial controls and accounting functions, and implementation and supervision of planned maintenance.

Headquartered in East Longmeadow, the firm is run by Christopher M. Carr with twelve corporate staff members, including four officers, two property managers, accounting and clerical personnel. Field personnel include twelve site managers and twenty-one maintenance team members.

Mr. Christopher M. Carr's 12 years experience encompasses housing management, development and finance primarily with various state and federal programs. He has been employed by Related Housing, Inc., Society for Savings, and the Connecticut Real Estate Commission. He is a 1972 graduate of St. Bonaventure University of Business Administration.

A real estate broker in Massachusetts, Connecticut and Rhode Island, Mr. Carr is a Public Housing Manager - NAHRO Certification, Accredited Resident Manager from Institute of Real Estate Management, a member of the Institute of Real Estate Management, Citizens Housing and Planning Association, New England Elderly Housing Association, National Association of Housing and Redevelopment Officials, Section 8 Administrators Association, Leased Housing Association, Home Builders of Western Massachusetts, Western Massachusetts Housing Authority Executive Directors' Association and Public Housing Authorities Directors Association.

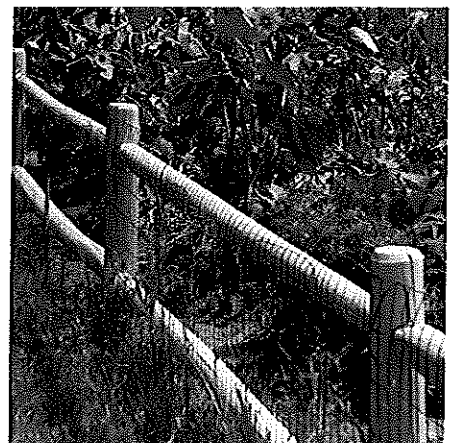
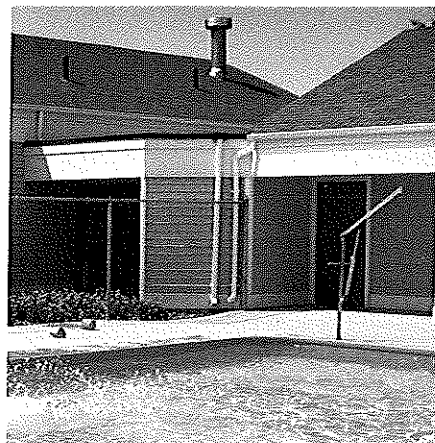
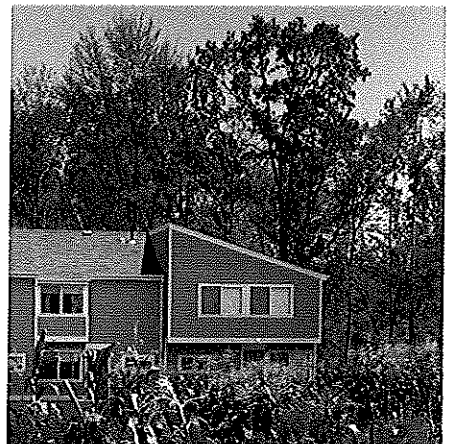
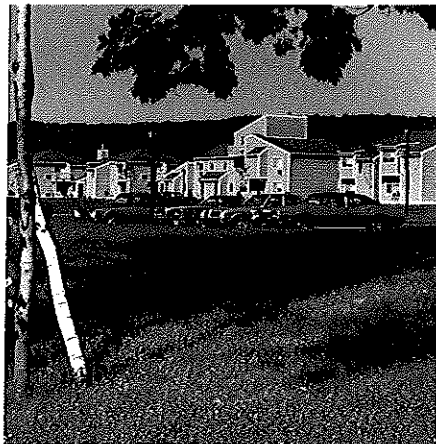
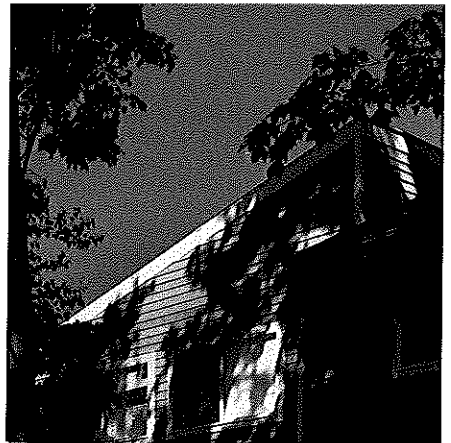
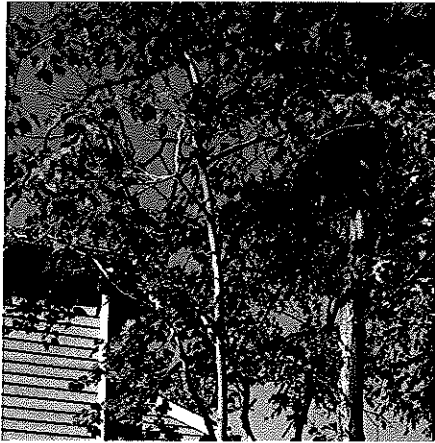


southern new england
management corporation
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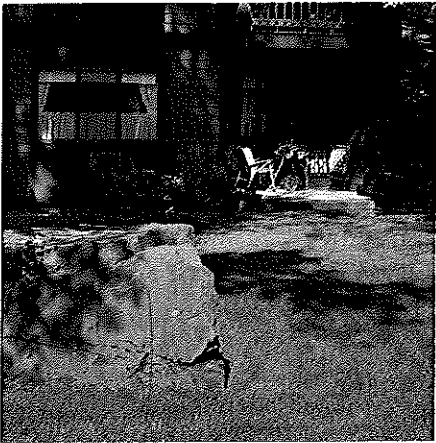
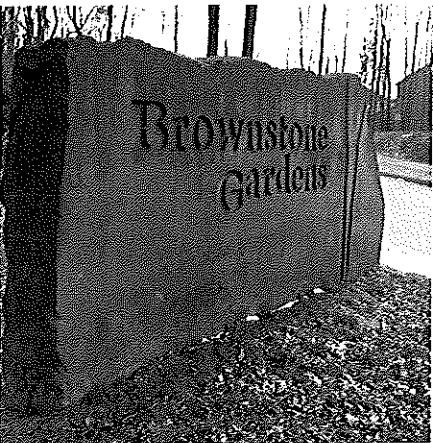
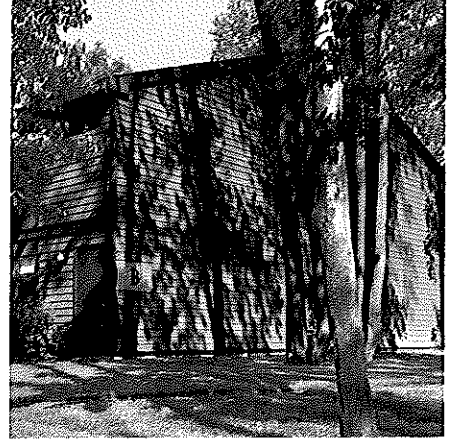
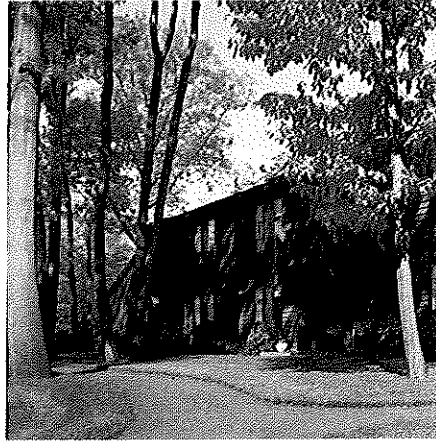
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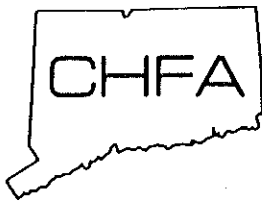
<u>OWNER</u>	<u>COMPLEX</u>	<u>SIZE</u>
Retirement Living of East Longmeadow, Inc.	Brownstone Gardens	100 Units
Hampden Housing Authority	Centennial Commons	56 Units
Interfaith Homes of Longmeadow, Inc.	Emerson Manor	68 Units
Genesis House, Inc.	Genesis House	48 Units
Highland House, Inc.	Highland House	42 Units
Springfield Hobby Club Housing, Inc.	Independence House	150 Units
Maple Glen Associates	Maple Glen	74 Units
Meridian Tower Associates	Meridian Tower	173 Units
Pheasant Hill Village Associates	Pheasant Hill Village	200 Units
Springfield Hobby Club Housing, Inc.	Seniority House	167 Units
Tarrant House Associates	Tarrant House	44 Units
North Canaan Apartments Associates	Station Place	37 Units
Village Apartments Associates	Village Apartments	22 Units

pheasant hill



brownstone gardens





Connecticut Housing Finance Authority
40 Cold Spring Road
Rocky Hill, Connecticut 06067
(203) 721-9501

January 21, 1985

Mr. Vincent J. Loffredo
Vacant Buildings Study Committee
Municipal Building
Middletown, CT 06457

Dear Mr. Loffredo:

Please be advised that the Connecticut Housing Finance Authority has financed three multifamily rental projects with Mr. Russell Riva and Mr. Christopher M. Carr as developers, and North Canaan Builders, Inc. as general contractor.

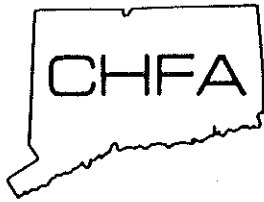
All three proposals have been well-built, on time and within budget. Through the efforts of these developers, 103 units of housing for families and senior citizens have been provided.

Should you have any questions concerning Mr. Riva or Mr. Carr, do not hesitate to contact me.

Very truly yours,

Betty Close
Senior Mortgage Underwriting Officer

BC/ljs



Connecticut Housing Finance Authority
40 Cold Spring Road
Rocky Hill, Connecticut 06067
(203) 721-9501

January 21, 1985

Mr. Vincent J. Loffredo
Vacant Buildings Study Committee
Municipal Building
Middletown, CT 06457

Dear Mr. Loffredo:

North Canaan Builders, Inc., is the General Contractor for the conversion of the Anne V. Torrant School in Plainville, Connecticut, into forty-four elderly/family housing units which were financed by Connecticut Housing Finance Authority.

The construction work was completed four months ahead of schedule and within the dollars allocated for this adaptive re-use program. The construction techniques, materials and finishes are to the complete satisfaction of the architect, the owner and the Authority. I feel that this performance is directly attributable to Mr. Russell Riva, Jr.'s personal involvement on the site on a daily basis.

It should also be noted that North Canaan Builders, Inc., performed in a similar fashion during the construction phase of both Village Apartments and Station Place over the past five years.

Very truly yours,

William R. Dwyer, AIA
Construction Management Officer

WRD/lis



Optimum Resource, Inc.
Station Place
Norfolk, Connecticut 06058
(203) 542 5553

January 21, 1985

Mr. Vincent J. Loffredo
Vacant Buildings Study Committee
c/o Municipal Development Office
Municipal Building
deKoven Drive, Room 206
Middletown, CT 06457

Dear Mr. Loffredo:

Optimum Resource, Incorporated recently hired North Canaan Builders, Incorporated to renovate and transform the former Norfolk railroad station into our corporate headquarters.

It was a difficult process as the building had to be gutted and converted in order to be brought into compliance with all current fire and safety codes. In addition, we were working with a New York design firm that by virtue of the distance involved made progress difficult.

With the diligence and constant personal supervision by Mr. Russell Riva, the building was brought in six months ahead of schedule and under budget, while delivering a top quality product.

Most importantly, North Canaan Builders, Incorporated were at all times most cooperative and always delivered exactly what they promised.

This letter cannot adequately describe the outstanding performance and the quality product that we received and therefore I welcome you to visit our newly renovated headquarters for an on-site evaluation at your convenience.

Very truly yours,

Olivia Hefter
President

OH:bk